

OIA-62/79  
12 July 1979

MEMORANDUM FOR: Executive Secretary, NFAC Production Board

SUBJECT : Response to Questionnaire on Research Planning and  
Review Process in NFAC

The following is in response to your memorandum of 3 July 1979. The statements below are keyed to the question numbers of your paper. They have purposely been kept short as requested, but should enable you to grasp how we go about our planning and review process.

1. We have established policies and procedures, but they have not been prepared in written form.

2. There are basically two ways in which research projects are initiated. The majority are in response to the needs of other NFAC offices and are developed through consultation between analysts and supervisors in those offices and in OIA. A smaller number of projects are initiated in OIA and are put into work following consultation with appropriate offices in headquarters. The consultation process in both cases centers around the objectives and scope of the project, the benefits to be derived from it, and, in some cases, the publication format (typescript, hard copy, joint publication).

NITs and NIO programs impact heavily on OIA, but only indirectly through the research programs of other offices.

3. As stated above, research projects for the most part originate in the other offices of NFAC or other Agency components. They may be initiated by either an analyst or supervisor, and may be in the form of a written request or be the result of a discussion. In the latter case, a written proposal is prepared subsequent to the discussion and agreed to by the parties concerned. In either instance, concurrence at the branch chief level in both offices is required.

Research programs are compiled for each OIA branch and cover a 12-month period. Occasionally, a project may extend over a longer period of time, but for the most part they cover a shorter period of time. Each branch research program is revised frequently as new projects are initiated, and is reviewed formally by the OIA front office at six-month intervals. Upon completion of the semi-annual review, copies of the program are sent to all components in other offices that the branch normally deals with. There are several reasons why we provide copies of the entire branch program to the headquarters components. First, it allows each component to

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review the nature and timing of the imagery analysis being performed for it, and make any adjustments it may deem necessary. Second, it makes each component aware that there are normally other organizations requiring imagery analysis on the same subjects, and that these requirements can impact on how and when its own needs are met. And third, it allows each component another opportunity to get back to OIA on any self-initiated research we may have projected. We do ask for feedback from all recipients of each branch program. In some cases, the feedback is quite good, but in other cases the feedback is minimal or non-existent.

5. The answers to this question are covered above with one exception. Except for a small amount of analysis we do on non-military industries for non-CIA organizations--as part of our responsibilities dictated by the National Tasking Plan--we do not deal with other agencies in developing our program.

6. The OIA branch chief is responsible for monitoring his unit's research program on a continuous basis. The division chief, in concert with the branch chief, reviews the progress of each branch program on an ad-hoc basis. And finally, each branch research program is reviewed with front-office management every six months. In this review, the general thrust of the program, the percentage of time the branch spent on research versus other activities, and the substance and progress of individual projects is reviewed.

7. Yes. Each analyst records his time on a time sheet which is collected every week and input into a computer file. This data is then retrieved for each branch at the time of its program review (see example copy attached).

8. Normally our products are not coordinated with other offices. We often send a draft of hard-copy publications to the requestor or other interested customers on controversial issues and request comment.

Our products for the most part take two forms; imagery research papers (IRP) and imagery analysis memoranda (IAM). We also produce typescript memoranda which normally are transmittal sheets or responses to operational and collection needs. Drafts of IRPs are first reviewed for substance and organization at the branch and division level. They then are edited in the Publications Group for grammar, structure and any residual substantive glitches. The last review prior to release is at the office director level. IAMs are reviewed for both substance and editorial purposes at the branch and division level. They are approved for release by the division chief. Typescript memoranda receive the same treatment as IAMs.

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9. See answer to question 8.

10. A standardized distribution list is maintained for all IRPs.  
Additions to it may be made depending on the subject of the report.  
(Attachment).

/s/

Noel E. Firth  
Director  
Imagery Analysis

Attachments:  
a/s

Distribution:  
Original - Addressee, w/atts  
1 - NFAC/OIA/ODir, w/atts

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